



The Council undertakes appraisals with all staff on a regular basis (at least annually). The purpose of appraisals is to monitor and evaluate staff performance and development at an individual level as part of the Council's normal managerial function. The review enables the Council to:

- Consistently measure individual performance against departmental/organisational objectives
- Focus staff performance on organisational objectives
- Encourage continuous improvement

The Council's policy is that each member of staff will attend an annual review meeting to evaluate their performance and development, based on an exchange of views between the individual and their line management (a named member of the Staffing Committee). At the end of the review meeting, staff should have an agreed individual action plan (with targets and timescales), and where appropriate an individual training plan (with objectives and resources). The plans will be referred to as working documents throughout the year and will be updated accordingly.

### Why appraisals are important

The system of appraisal will provide the means for the Council and its employees to jointly review their performance and in doing so it will:

- Help improve an employee's future job performance by identifying strengths and weaknesses, and determining how best to utilise strengths and overcome weaknesses
- Help reveal and resolve problems which may be restricting an employee's progress and causing inefficient work practices
- Encourage regular open and honest dialogue between the council and its employees about their work performance, which will result in improved communications and clearer direction
- Develop a greater degree of consistency by ensuring that the council and its employees meet formally and regularly to discuss performance and potential
- Assist succession planning
- Identify ways in which individual health and wellbeing can be supported and developed, to enable an employee to reach their full potential

The purpose of the appraisal scheme is to:

- Ensure an understanding and awareness of the individual and council objectives, and the barriers to preventing their achievement
- Develop knowledge and agreement of what is expected of individuals and how their contribution fits into the work of the council
- Review the individual's performance, giving a formal opportunity to discuss progress, identify improvements, and build on strengths
- Review potential development needs and predict the employee's future capabilities and how these can be developed
- Review progression
- Develop individuals so that job satisfaction and job performance is maximised, thus increasing effectiveness and efficiency resulting in the provision of an improved service for the community
- Ensure that the council uses its workforce in the most effective way
- Raise awareness of the importance of self-care, and how this can support overall development and progression goals

## Objectives

An important factor in the appraisal process is the development and maintenance of an open relationship between the council and the employee. Questions are asked in the process to identify strengths and weaknesses, and determine objectives. Once this discussion has taken place, it will be necessary to determine:

- Achievement or non-achievement of their current targets
- Agreement on their future targets
- Define an action plan setting further targets

The discussion that takes place between the council and its employee during the appraisal is the scheme's central and most important part.

### **The Appraisal System has been designed to meet the following specific objectives:**

- To ensure all job descriptions are current and accurate, and that they align to the Council's objectives.
- To ensure staff have clear targets aligned to the objectives, which are time-bound, and such targets can be revised/updated as required.
- To ensure that staff have the opportunity to know what performance is expected of them at an individual level and to receive feedback.
- To ensure that staff can discuss training, development and support within their role, in order to fulfil their maximum potential.
- To assist staff in understanding the contribution their role makes in meeting the Council's overall objectives.

- To assist staff in their involvement and participation in the Council's commitment to continuous improvement.

## **Staffing Committee and Line Management**

Swillington Village Council has appointed a staffing committee and has set the remit in which it will operate in the form of the terms of reference.

The line manager of all employees is the Staffing Committee as a whole, but one Councillor appointed by the Staffing Committee will appraise the Clerk and other employees.

## **The Council's Procedure**

Appraisals take place annually. For the current Clerk, the appraisal is held in May; for other members of staff, appraisals are held in October.

Appraisals follow a standard format for all members of staff and a report is produced to reflect an accurate summary of the discussion.

New members of staff will be briefed on the appraisal system as part of their induction.

## **Preparation**

The Staffing Committee will:

- Ensure that the employee has a copy of all relevant documentation, including the employee's job description and the last previously agreed Action Plan
- Request the employee to complete a Preparation for Appraisal Form (Appendix 1) and to return it to the Staffing Committee prior to the appraisal date.
- Complete the employer's Preparation for Appraisal Form (Appendix 2).
- Give any further guidance or clarification on any aspect of the appraisal process which they may want.
- Arrange a mutually convenient date, time, and place for the appraisal interview.

### *Preparation for Appraisal Form (employee)*

The Preparation for Appraisal Form is a confidential document, and the employee should feel secure in answering the questions fully and with complete frankness. This can only be achieved with open and honest discussion.

The Preparation for Appraisal Form is the basis for the appraisal interview as to:

- What the job is about
- How they perform it
- What needs to be done by them and the Council

It helps the Council and the employee get to know each other better, and help each other with common problems. The Preparation for Appraisal Form is an employee's opportunity to express how they think they have performed.

The Council and the employee may not agree with what's on the Preparation for Appraisal Form, and this should be part of the discussion. The comments on the Preparation for Appraisal Form may give the appraiser new information or lead to a fresh consideration of their performance,

Employees should be reminded that the appraisal is for their benefit now and in the future, so it is in their interests to be frank and honest about their performance, even if that means indicating a weakness.

#### *Preparation for Appraisal Form (employer)*

The employer will also need to prepare for the appraisal interview. This will be done by the Councillor nominated by the Staffing Committee as the employee's line manager and appraiser. The form below may be used by the employer to prepare for the appraisal interview.

The Staffing Committee will need to remember that the appraisal is not an opportunity to raise serious criticisms.

The Council's overarching preparation complements the similar prep work done by the employee. The appraiser must always ensure to go into the appraisal interview with an open mind. The notes made on the form are to be used as an aide-memoire and guidance for them.

#### **Interview**

An appraisal interview will be conducted and the Appraisal Form completed. Amendments to the job description can also be discussed at this time and recommendations reported to the Staffing Committee for approval.

The best practice guidance contained in YLCA Advice Note 40 will be followed to achieve confidence in the process.

The appraiser will prepare the form following the interview and ask the employee to sign the final version.

The employee will be given opportunity make comments about their appraisal on the Appraisal Form if they wish.

The employer and employee will create, or begin to create, an Action Plan with targets/objective for the forthcoming year.

A date will be set to review progress and to check that the targets/objectives that have been set are being met. The Staffing Committee will have responsibility for arranging these meetings with the employee.

### **After the interview**

The completed Appraisal Form will be signed by both employer and employee. A copy will be given to the employee and a copy will be retained in the employee's personnel file, with the preparation for appraisal forms of both parties and any other relevant documentation.

If an employee disagrees with the outcome of the appraisal then they should bring this to the attention of the Staffing Committee and the relevant action should be undertaken by that Committee (this may mean checking information again and/or gathering evidence).

*This is a non-contractual procedure which will be reviewed from time to time.*

*Date of policy: May 2024*

*Approving committee: Staffing Committee*

*Date of committee meeting: 07/05/2024*

*Policy version reference: Version 1*

*Policy effective from: 07/05/2024*

*Date for next review: As necessary*

## Swillington Village Council

## Preparation for Appraisal Form (Employee)



<b>Employee Name:</b>	<b>Date of Appraisal:</b>
<b>Job Title:</b>	
<b>Please answer the following questions by rating from 0-5, with 0 being the lowest:</b>	
How much satisfaction have you gained from your employment with the Council in the past 12 months?	
How much have you enjoyed doing your day-to-day work in the past year?	
How difficult has your job been in the past year?	
<b>Please answer the following questions as fully as you can:</b>	
What aspects of your job have contributed to any difficulties?	
Do you agree that the current job description continues to accurately reflect your role? If not, in what way?	
Consider the objectives in your previous action plan and assess whether these have been	

met. If they have not, make note of the reason(s) why.

What would you most like to achieve in the coming year?

What extra skills/knowledge would make you feel more confident?

Which parts of the job have you performed best? How did you achieve this?

Which parts of the job have you performed less well?

Were there any circumstances which prevented a better performance?

What could or should be done by you or the Council (or anyone else) to help improve your performance?

What could or should be done by you or the Council (or anyone else) to help improve your wellbeing?
List any training you have done in the past year and any qualifications you have gained
Notes to bring to the appraisal interview



## Swillington Village Council

## Preparation for Appraisal Form (Employer)



<b>Employee Name:</b>	<b>Date of Appraisal:</b>
<b>Job Title:</b>	
Does the current job description continue to accurately reflect the employee's role? If not, in what way?	
Consider the objectives in the previous action plan and assess whether these have been met. If they have not, make a note of the reason(s) why the Council thinks that they have not.	
Which parts of the job does the Council feel that the employee has performed best? How did the employee achieve this?	
Which parts of the job does the Council feel have gone less well?	
Were there any circumstances that the Council is aware of that prevented a better performance?	

Is the Council aware of any difficulties with the job that the employee has had to face within the past year?
What aspects have contributed to any difficulties?
Were there any circumstances which prevented a better performance?
What could or should be done by the Council, employee (or anyone else) to help improve the performance?
What could or should be done by the Council, employee (or anyone else) to help improve the employee's wellbeing?

Notes to bring to the appraisal interview

APPENDIX 3

Swillington Village Council

Appraisal Form



<b>Employee Name:</b>	<b>Date of Appraisal:</b>
<b>Job Title:</b>	
<b>Please answer the following questions by rating from 0-5, with 0 being the lowest:</b>	
How much satisfaction has the employee gained from their employment with the Council in the past 12 months?	
How much has the employee enjoyed doing their day-to-day work in the past year?	
Has the employee found their job difficult in the past year?	
<b>Please answer the following questions as fully as you can:</b>	
What aspects have contributed to any difficulties?	
Does the current job description continue to accurately reflect the employee's role? <i>If not, discuss and resolve.</i>	
Has the employee met the objectives set in their previous action plan? <i>If not, note and discuss the reason(s) why.</i>	

What would the employee most like to achieve in the coming year?
What extra skills/knowledge would make the employee feel more confident and enable them to perform their job better?
List any training the employee has done in the past year and any qualifications they have achieved.
Which parts of the job does the employee believe they have performed best? How did they achieve this?
Which parts of the job does the employee feel that they performed less well?
Were there any circumstances which prevented a better performance?

What could or should be done by them or the Council (or anyone else) to help improve performance?

What could or should be done by them or the Council (or anyone else) to help improve health and wellbeing?

ACTION PLAN (NEXT 12 MONTHS)

**Appraiser signature:**

---

**Employee signature:**

---